

APRIL 2, 1932

APR 4 - 1932

The Weekly Magazine for  
**MARKETING EXECUTIVES**

# **SALES** *management*

**A Tested Plan for  
Cashing Leads from  
Advertising . . . .**

**How Public Service of  
Northern Illinois  
Builds Sales among  
Farmers . . . . .**

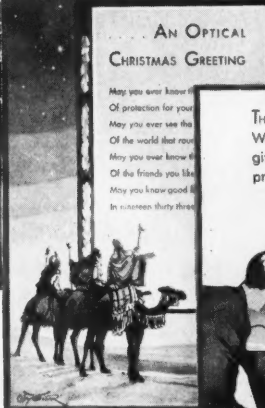
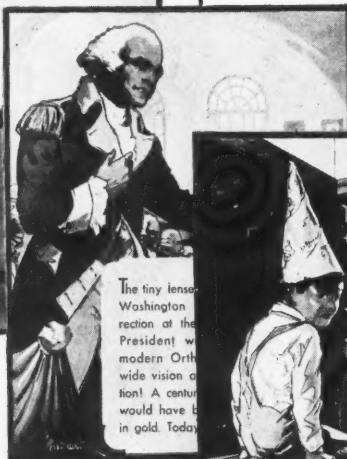
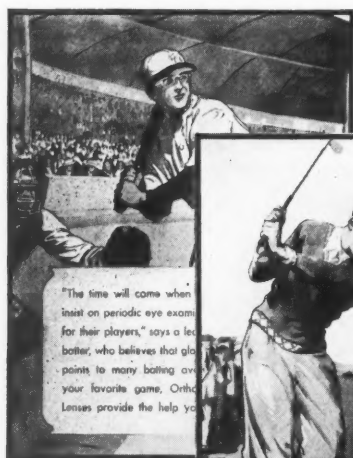
**Will Frozen Foods  
Expand through Auto  
Truck Distribution?**

**TWENTY CENTS**

1932

as in 1931, 1930, 1929, etc. . . B & L Optical Co. picked outstanding window displays for their dealers and E-F Co. has been fortunate enough to create and manufacture them . . . Again this year M. C. Williamson, M. S. S. D., writes our N. J. L.:

"our trade enthusiastically declares it one of the most beautiful and effective we have ever offered."



Planned to sell the idea of rimless eyewear.



## EINSON-FREEMAN CO. INC.

### LITHOGRAPHERS

OFFICES AND MANUFACTURING PLANT  
STARR & BORDEN AVENUES, LONG ISLAND CITY, N. Y.  
NEW ENGLAND OFFICE - 302 PARK SQ. BLDG., BOSTON, MASS.  
WESTERN OFFICE - WRIGLEY BLDG., CHICAGO, ILL.

Inventors and Manufacturers of  
the Einson - Freeman Patented  
Double Tier Container. Licensee  
for Canada ... Somerville Paper  
Boxes, Ltd., London, Ontario,  
Canada

## BAUSCH & LOMB OPTICAL CO.

Established 1853  
ROCHESTER, NEW YORK

January 12, 1932

Einson-Freeman Company  
Starr and Borden Avenues  
Long Island City, New York

Attention: Mr. N. J. Leigh

Gentlemen:

May I again congratulate you on your intelligent interpretation of our 1932 display requirements.

The series of monthly Orthogon displays has all of the qualities we called for -- dignity, restraint, beauty, timeliness and selling value. The Arista display presents the advantages of Rimless eyewear convincingly and our trade enthusiastically declares it is one of the most beautiful and effective we have ever offered them.

We appreciate your eagerness to serve and your ability to do so.

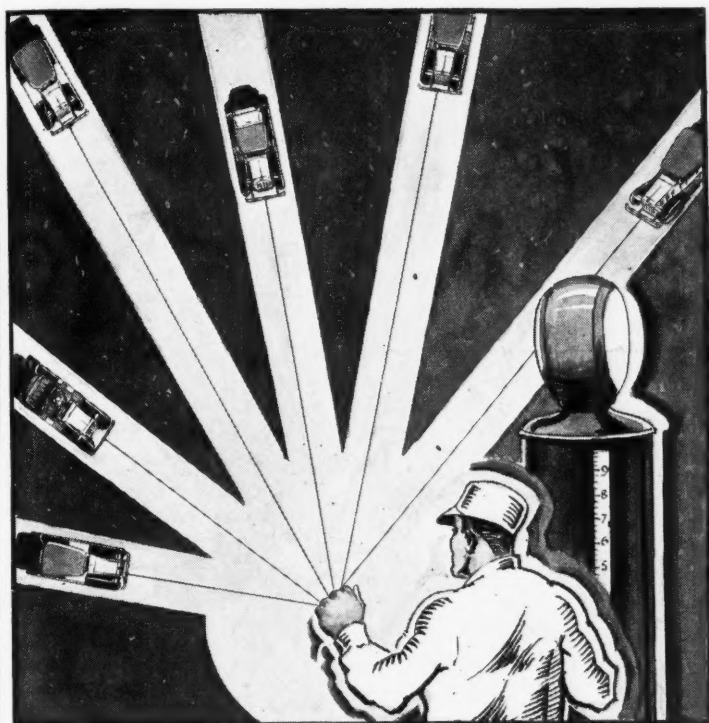
Yours very truly,

BAUSCH & LOMB OPTICAL CO.

MCWilliamson:EMK

Manager, Sales Service Dept.

# Standard Oil of Indiana Goes Modern



**A**DROIT methods always have overcome obstacles, and always will. The Standard Oil Company of Indiana is, itself, the best exemplification of this truth.

In the city of Chicago, during 1931, in the face of declining business conditions, Standard Oil brought thousands of new *customers* into its Red Crown filling stations.

They adopted modern methods, in key with modern times. They gave their attendants a *personal* acquaintance with *every new car owner* within the district covered by every Red Crown station. They aroused public interest with four-color advertising in the Chicago American. They followed, by mail, thousands of new-car buyers whose names were furnished by the Rodney E. Boone Organization and allocated according to our Sales Control Manual.

Equally successful campaigns have been carried out by many other concerns who availed themselves of color copy in the Chicago American and the New York Journal, and by the powerful merchandising help of twenty-one of the Hearst newspapers in eleven dense markets of 23,000,000 people.

Details of this *present-day* selling are interesting.

## THE BOONE MAN REPRESENTS 21 HEARST NEWSPAPERS

### DAILY

New York Journal  
Albany Times-Union  
Syracuse Journal  
Rochester Journal

Boston American  
Baltimore News  
Washington Times-Herald

Atlanta Georgian  
Chicago American  
Detroit Times  
Omaha Bee-News

### SUNDAY

Boston Advertiser  
Albany Times-Union  
Syracuse American

Rochester American  
Detroit Times  
Omaha Bee-News

Baltimore American  
Washington Herald  
Atlanta American

CALL THE  BOONE MAN

RODNEY E. BOONE ORGANIZATION

A UNIT OF

HEARST ADVERTISING SERVICE

New York

Boston	Chicago	Detroit	Philadelphia
Rochester	Cleveland	Atlanta	San Francisco



## Two Cents Each ... but not for long

... because there are only a few left of each of the following page reprints from SALES MANAGEMENT:

- "The Golden Hour of Selling"
- "The Greatest Sport in the World"
- "They Called Him 'The Butcher'"
- "Jobs"
- "Just How Dumb Was J. C. Penney?"
- "It's the Next Shot That Counts"
- "Till the Untilled Places"
- "There's Money in Doorbells"
- "We Need More Second- and Third-Wind Men"

These are all pithy, pointed messages designed for mailings to salesmen.



... Here's an opportunity to purchase the popular series from SALES MANAGEMENT, reprinted in booklet form:

### "TIP-TOP SALESMEN I HAVE MET"

by Ray Comyns

Single copies 25 cents; in quantities of 50 or more at 20 cents a copy.

Also available at three cents each, reprints of

### "HAS INDUSTRY GONE PRICE CRAZY?"

by C. D. Garretson



Please forward your remittance to

## SALES MANAGEMENT

420 Lexington Avenue

NEW YORK

## Survey of Surveys

BY WALTER MANN

### Porzer's Composite Querier

Designed in 1925 as a practical tool for use by advertising agencies in obtaining the initial data required for the development of sound advertising proposals, sold for several years on a money-back basis at twenty dollars a copy, "The Composite Advertising Questionnaire," by Walter K. Porzer of the research firm bearing his name, is now being offered on a straight sale basis for the first time at \$5 per copy.

According to Porzer this 6-inch x 7 1/2-inch flexible fabrikoid-covered loose-leaf compendium is neither an exhaustive check list (such as Lynn Ellis put out in 1926, i. e., "Check List Contracts for Advertising Service"—some book—\$10.00) nor a scholastic interrogation (Boy!); it is a "composite of scores of individually prepared questionnaires actually employed by advertising agencies in relation to products ranging from beverages to patent medicine; from batteries to apparel," which have formed the basis for plans that "sold" the accounts then being angled for.

"Experience has shown," says Porzer, "that, with a few individualizing touches, this questionnaire is immediately applicable to virtually any manufactured product. It purports to include all the necessary questions and employs use-tested questions which cannot be misunderstood. It follows the sequence of questions that have been proved out in practice under practical working classifications. It automatically cross checks the answers by asking in different ways for the most vital information. It reveals the attitude of the prospect toward his own business and emphasizes the importance of factual knowledge in the preparation of sound advertising."

Any tool that helps to emphasize the importance of factual knowledge in the preparation of good advertising finds a hearty welcome in S. O. S.'s not too capacious column. And inasmuch as Mr. Porzer has explained in advance the book's greatest limitation, i. e., its comparative brevity (150 questions), this in a sense eliminates the necessity of pointing out the surface treatment of certain phases of marketing which in S. O. S.'s opinion might have been given greater attention. However, Mr. Porzer is in the same position as a great many researchers who have worked out such compendia, i. e., he must make his research pill small enough and sugar-coated enough so that it will not gag the average pill-hating patient (yes, gentle reader—S. O. S. means *you*), yet make it big enough and with enough kick in it so as to deliver the desired result. S. O. S. knows this, poignantly. Earlier



Pirie MacDonald  
Walter Mann

in his ambitious research activity he spent five solid months compiling a basic list of 3,000 questions that every man ought to know about his business, only to discover that the average business man couldn't answer 300 of them and in most cases didn't even want to go to *that* bother. That was, of course, before the good old "repression"; maybe they feel differently now?

Porzer covers briefly or fairly thoroughly the following subjects in the given order: 1, History of the company and industry (4 questions); 2, Organization (9 questions); 3, The Product (32 questions); 4, Production (20 questions); 5, Distribution (20 questions); 6, Sales Figures (20 questions); 7, Sales Promotion, 39 questions; 8, Competition (8 questions!!!); 9, Advertising (22 questions).

Put a \$5 check in an envelope, send it to Walter K. Porzer, care of Walter K. Porzer Associates, 299 Broadway, New York City, saying that S. O. S. said you should buy a copy.

### Small Town Opportunity

"Daisies won't tell, but *Woman's World* will"—might easily have been the title of an article in brochure form received in the column's mail recently. More of an essay than a straight research report, it makes the column ahead of many more important studies, simply because it is the first study of small town statistics based on the Department of Commerce's Census of Retail Distribution that has come to S. O. S.'s notice. It is titled "The small town opportunity, 1932-35," and is sired and foaled by Edmund de S. Brunner, Professor of Rural Sociology (Teachers' College, Columbia University), who is also responsible for several earlier surveys of town and country conditions sponsored by the Institute of Social and Religious Research. A staunch advocate of small town and rural markets (as is also S. O. S.), he again calls attention to the huge market of 64,000,000 people that constitute the population of cities and towns of less than 10,000 (plus the farmers) in these United States. "The first Census of Retail Distribution," says this *Woman's World* brochure, "gives some indication of the magnitude of the small town market. Its annual retail business is approximately \$15,515,125,000. This figure does not, of course, include the purchases of rural (and small town) people made in cities of over 10,000 population, which doubtless add several billion more." Tut, tut, professor! For the above figure manifestly does include the purchases of many a suburban city or town of 10,000 or less which is no more a part of the small town market, per se, than the campus of Columbia University is. But readers should not let an occasional bit of poetic license prevent them from sending for this highly engrossing brochure. More sinned against than sinning, is the small town in the matter of poetic license regarding markets. Get this brochure, it is worth reading. Address Conant Manning, President, *Woman's World*, Chicago.



## What's New

¶ Every manufacturer or wholesaler of a specialty product will find the short leading article in this issue full of suggestions. It tells how a GE wholesaler in New York not only found a way to develop leads for sales of specialty products for his dealers, but found a way to get the dealers to turn them into orders.

¶ Is the next big development in auto-trucking that of frozen foods distribution? Auto-trucking, especially in the food field, is a distribution factor of growing importance. Page 10.

¶ In spite of lower rates and depressed market conditions, Public Service of Northern Illinois in 1931 had its best year. How they build sales for electric and gas equipment in the farm market is told in the article on page 8.



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# Sales Management

Vol. XXX. No. 1

April 2, 1932

## This Week

### Distribution

- Will Quick-Frozen Foods Expand through Auto Truck Distribution? 10  
*By R. W. McFadden, Managing Editor, The Auto Truck Food Distributor, Chicago*

### General

- Cradles of Big Business ..... 13  
*No. 2. United States Steel*  
Significant Trends ..... 5

### Sales and Advertising Policies

- A Tested Plan for Turning Leads into Sales ..... 6  
*By Herbert Kerkow*  
The Snare of Competitive Prices ..... 12  
*By Lester B. Colby*

### Sales Promotion

- A Public Utility Shows How to Build Sales among Farmers..... 8  
*As told by a company official to D. G. Baird*

### Departments and Services

- Editorials ..... 20  
February Window Displays in Forty-four Cities ..... 22  
Latest News in Sales and Advertising, Beginning on..... 14  
Media and Agencies ..... 21  
Survey of Surveys ..... 2  
The Postman Whistles ..... 18  
Tips ..... 23

"I expect this to have been America's Best Read Advertisement during the week of March 12th."

Says W. A. GROVE  
Advertising Manager  
General Electric  
Hotpoint Range

AN IMPORTANT STATEMENT TO THE  
*women of America*  
by  
GENERAL ELECTRIC

Now, General Electric's new Hotpoint Electric Range is the most modern, most up-to-date home appliance, far ahead of the old gas range, coal, oil, wood stove, or open fire, so is Liberty's editorial policy keyed right up to the minute.

That fact is apparent when we realize that more men and women actually ask for Liberty every week, week after week, than any other magazine.

Now it has been doubly proved by the Gallup Surveys which found the average advertising page in Liberty to have arrested the attention of 23 per cent more men and women than in one of the other weeklies, 48 per cent more than in another and 112 per cent more than in a third.

Because these Gallup Surveys further showed that Liberty's modern policy of addressing itself to the woman as well as to the man resulted in an even greater proportion of reader interest for women, we feel that Liberty is particularly appropriate to sell General Electric Hotpoint Electric Ranges.

And the very modern editorial approach of this magazine is especially well adapted to reaching the most modern-minded men and women with the story of our ultra-modern product."

NEW BUSINESS

GENERAL ELECTRIC Hotpoint RANGE

... Writes Mr. Grove: "Our advertisement entitled 'An Important Statement to the Women of America' should be 'America's Best Read Advertisement' because:

- [1] "It announces the most startling achievement in home appliances in many years—the new, perfected, General Electric Hotpoint Electric Range.
- [2] "It tells its story arrestingly, yet simply—briefly, yet with adequate detail.
- [3] "It will be published in—among other good magazines—what I believe to be 'America's Best Read Weekly'.

"Just as the General Electric Hotpoint Electric Range is the newest, most modern, most up-to-date home appliance, far ahead of the old gas range, coal, oil, wood stove, or open fire, so is Liberty's editorial policy keyed right up to the minute.

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"And the very modern editorial approach of this magazine is especially well adapted to reaching the most modern-minded men and women with the story of our ultra-modern product."

# Liberty

... America's BEST READ Weekly

## 6 Gallup Surveys Show How Magazines Are Read

Instead of soliciting self-conscious reader votes, Dr. Gallup (of Northwestern University) and his staff merely went through current issues of the four mass weeklies with readers who claimed to have read them.

They turned page after page checking item by item, marking whether or not it had been noted or read.

15,000 persons were interviewed to find 4,000 men and women who actually had read one or more of the 4 mass weeklies' current issues. The Association of National Advertisers officially observed the work in 3 of the 6 cities surveyed.

Not only were the editorial pages of Liberty found more thoroughly read but the advertising pages were found to have stopped 23 per cent to 112 per cent more men and women than in any of the other weeklies.

For the first time, "circulation" has been interpreted in terms of persons actually seeing advertisements—which is all that does the advertiser any good!

Think what this means. Think what 23 per cent to 112 per cent more advertisement circulation might do for your 1932 sales.

Enough advertisers—including General Electric Hotpoint Electric Ranges—have thought of that to enable Liberty to close its 1932 first quarter 20 per cent over its quota. And the 1932 quota was set at 15 per cent above 1931 billing.

Even if you haven't yet seen the Gallup Report, it is still not too late to revise your plans for the major part of 1932. April issues are just closing. New contracts arrive every week. Write today, without obligation, for the Gallup Report. Liberty, 420 Lexington Avenue, New York City, N. Y.

# Significant Trends

*As seen by the editors of Sales Management for the week ending April 2, 1932:*

• • • According to investigations made by the Central Republic Bank of Chicago, unemployment is decreasing rapidly in the small towns, and in the nation as a whole the trend in employment of hand-workers has been very encouraging during the last three months. From a 900 men gain per day in January to a 4,700 men gain per day in February, and to a 11,300 men gain per day in March, we come to a net gain of 17,000 men on March 14. Should the trend continue on its upward climb until the Summer lull, no less than three million of those idle at the close of last year would find themselves on some payroll.

• • • The supply of "Baby Bonds" created for use in the anti-hoarding campaign remains greater than the demand, but currency in circulation has declined 201 million dollars since the 3rd of February, and the reduction this week is seven times greater than the average reduction in the corresponding week of the three preceding years.

• • • Both bank debits and bank clearings declined moderately for the week ending March 23, but most of the decline took place in New York—showing the decided effect of a declining securities market. Clearings outside of New York declined only 1.5 per cent, as against a normal seasonal decline for the week of 6.6 per cent.

• • • The decline in commodity prices is losing its momentum. The Irving Fisher Index of Wholesale Prices remained unchanged last week at 63.1; the Bureau of Labor Statistics figure, based on 784 commodities, likewise remained unchanged at 66.5; Bradstreet's Food Index has been hovering about the same level during the last six weeks. Wholesale prices declined 3.5 per cent during the first three months of this year. During the same period of last year they fell 7 per cent, and in 1930 the drop was 6.4 per cent.

• • • During the first three weeks of March only eighteen banks closed their doors, and in the past four years there has been only one month with fewer bank failures. This was August, 1929, when there were seventeen closings. Last week more banks were reopened than were closed.

• • • This week ushered in the new Ford car, and an aggressive counter campaign by General Motors and Chrysler. Richard H. Grant of General Motors is authority for the statement that currently the nation is junking more cars than it is buying. Within a few weeks we ought to know whether people have been waiting to see the new Fords before they buy, or whether they are not going to buy at all.

• • • Wrigley's enlarged sales for the year to date have been made possible by increased advertising. The younger Wrigley is following his father in taking advantage of the fact that fewer manufacturers are competing for the public's attention, and is obtaining choice advertising space which previously was not available. (Current Wrigley achievements are the subject of an editorial note in this issue.)

• • • By slashing expenditures to the bone, railroads are improving their financial positions. Of the first twenty railroads to report on February operations all but one showed a decline in gross revenue, but sixteen had greater net earnings than in February last year, and the other four lost less that month than in the previous year. In January, before the increased freight rates and the 10 per cent wage cut went into effect, only three railroads made a better operating showing than in 1931.

• • • Commenting on the request of several food product manufacturers to omit from their reports to the New York Stock Exchange the figures on net sales, an exchange official remarks, "It may even be questionable whether a business so precarious in its nature that any leak in information as to its volume of sales would be of serious disadvantage comparatively is a type of business suitable for public ownership."

• • • The International Harvester Company is offering farmers a new plan which in effect guarantees them higher prices for their products than now prevail. On all notes for farm machinery maturing this year the company will credit the grower with the difference between current market quotations and a basic price of 70 cents a bushel for wheat and 50 cents a bushel for corn at Chicago, and 8½ cents a pound for cotton at New Orleans. An official said the company believed that farm prices will improve soon, and that they are undertaking the guarantee plan to overcome the reluctance of farmers to buy machinery because of present low prices.

• • • Inflation sentiment in Congress is now very strong, and for the first time has spread to the representatives from the agricultural states. A majority is believed to be willing to do almost anything that will raise commodity prices, but the inflation idea is still vague and non-specific.

• • • The American Telephone & Telegraph Company is continuing its policy of spreading all available work among the greatest possible number of employees, and last week it reduced working hours in the general department.

• • • General Motors is applying the merger idea within its own organization by consolidating four of its most important manufacturing divisions into two units.

• • • Freight car loadings for two successive weeks have reached new peaks for the year. The most encouraging item in the reports is the steady increase in miscellaneous and L. C. L. freight.

• • • The February report of the New York Federal Reserve Bank shows a drop of only 3 per cent from a year ago in chain store sales. Variety sales increased for the first time since May, 1930, and candy companies report the fifth successive monthly gain.

• • • There were 574 business failures during the week ending March 24, which is a decline of 1.04 per cent from the previous week, as against a normal expected gain of 3.6 per cent. Even more significant than the decrease in the number of failures is a 34.3 per cent decrease in the amount of liabilities involved.



# A Tested Plan for Turning Leads into Sales

BY HERBERT KERKOW



THE development of a new approach to the specialty buyer as a means of getting the dealer's salesman into the home was the keynote of the success of the Royal-Eastern Electrical Supply Company's two recent campaigns in New York City to sell General Electric vacuum cleaners and sun lamps.

According to Stanford D. Goodman, general sales manager, the pivot of both campaigns was a premium offer. But the real workability lay in the particular type of close personal sales follow-up.

Royal-Eastern offered the dealer the following plan of cooperation. If the dealer bought four different models of G. E. vacuum cleaners, Royal-Eastern would include the dealer's name in a cooperative newspaper advertisement. To help the dealer's salesman get into the home, the advertisement coupon would contain the offer of a free chamois-finished dust cloth. Each lead thus developed

would be turned over to the dealer so that his salesman could personally present the dust cloth to the prospect, *inside the prospect's door*. Royal-Eastern shared the cost of these dust cloths, at twelve cents each. One hundred and fifty-two outlets in the New York territory bought one or more sets of cleaners in order to participate in the plan. Sixty-four of these outlets were new customers for Royal-Eastern.

A full-page, four-color advertisement was run in the Saturday magazine section of the New York *Evening Journal*. Reprints of the advertisement were distributed for display in dealers' windows. Twenty-six hundred prospects used the coupon to get the free chamois dust cloth.

When the coupons were given to the dealers (no dealer received less than five), Royal-Eastern offered a special incentive to make it worth the dealer's while to present the dust cloth in person. Those dealers who made

personal calls were not charged for the dust cloth, even though originally they had agreed to share the cost. Those dealers who did not make a personal sales follow-up were penalized by being charged for the dust cloths. To further emphasize the importance of the personal follow-up sales call, Royal-Eastern sent a follow-up letter to each of the 2,100 prospects who had mailed in a coupon, asking whether the dealer's salesman had presented the dust cloth. Only eighteen sent back the reply postal card indicating that the dealer had not presented the dust cloth.

Besides the sales closed on G. E. vacuum cleaners, many dealers made sales of other appliances, once they were inside the prospect's door. One received twelve leads, sold six cleaners and three clocks. One sold five cleaners, one clock and a radio out of nine dust cloth prospects. Another received seven leads and sold four cleaners.

## \$49.50 General Electric

OFFERS THE HOUSEWIFE A MOTOR DRIVEN BRUSH CLEANER AT THE LOWEST PRICE EVER KNOWN FOR SUCH A POWERFUL MODEL.



**THE SUPER**

**THE STANDARD**...\$35.00

**THE DELUXE**...\$42.50

**THE JUNIOR**...\$27.50

**THE NEW Super-Cleaner**, General Electric has made available—at an unbelievably low price—the best type of vacuum cleaner. It combines a motor-driven beater-roll brush with powerful suction, and motor power in all twenty-five Super-features. The fact from which this model gets its name.

You would expect such a powerful cleaner to be heavy and cumbersome, but here again General Electric engineering skill has triumphed to achieve a miracle of light weight—a cleaner which may be handled with almost ease—particularly designed to get at the hard-to-reach places.

Try this new General Electric Super-Cleaner and be convinced that nothing can surpass it. Like all General Electric Cleaners, its price is much lower than you may be asked to pay for cleaners of less merit.

Look for the G.E. monogram. It is your protection.

**THOSE DEALERS WILL GLADLY DEMONSTRATE THE SUPER-CLEANER**

List of Dealers	
1. A. J. ...	11. ...
2. ...	12. ...
3. ...	13. ...
4. ...	14. ...
5. ...	15. ...
6. ...	16. ...
7. ...	17. ...
8. ...	18. ...
9. ...	19. ...
10. ...	20. ...

**ROYAL-EASTERN ELECTRICAL SUPPLY COMPANY**

16 West 12th Street, New York, N.Y.  
 31-19 Jackson Avenue, Long Island City, N.Y.  
 42 Lexington Street, New Haven, Conn.  
 12 Broadway Street, Boston, Mass.

**THE HANDY**...\$18.50

**A DISTRIBUTOR OF GENERAL ELECTRIC MERCHANDISE**

## 10¢ a Day For Children like These



In the Summer you take your children to the beach or into the country. The sun is great, but you don't mind it's for their health and well-being. You CAN give them the same healthful sunbath all Winter long. The cost is negligible—\$39.50, in one year it has cost you only ten cents a day.

\* With a G.E. Sunlamp you can bring the health and vigor of the beach home for the Winter. You can give enough to help babies, ready to start, to allow healthy new babies to arrive.

The above-mentioned Sunlamp promotes growth, strengthens bones, cures rickets, keeps children the Winter through. There are many uses to meet needs and pocket books. All are effective, all are highly efficient. All are low in cost. And you do not need pay for a G.E. Sunlamp at your convenience.

These dependable dealers will demonstrate the G.E. Sunlamp at your convenience.

**Beneficial Sunlamp FREE**  
Pin Tray

**ROYAL-EASTERN ELECTRICAL SUPPLY CO.**  
115 West 42nd St., New York 18, N.Y.

**GENERAL ELECTRIC SUPPLY CORPORATION**  
115 West 42nd St., New York 18, N.Y.

DISTRIBUTORS OF GENERAL ELECTRIC MERCHANDISE

(Left) One insertion of this four-color advertisement in one newspaper brought 2,100 coupons. How these leads were "cashed" is told in the accompanying story.

Health made easy and economical to buy brought more than 1,000 coupons from this four-color advertisement, even though a large section of New York City is not served by alternating current.

mium in person, or its good is lost.

Many specialty manufacturers have been trying to get their dealers to do more outside selling. In spite of the fact that this type of sales activity has repeatedly demonstrated its effectiveness, it is still hard to get dealers to do systematic outside canvassing. If you have something definite to offer them in the way of a plan for developing leads, however, it is often possible to attain an unusual degree of cooperation and interest.

The simple campaign used by Royal-Eastern embodies ideas which are widely applicable to other specialty lines. It demonstrates one simple fundamental of the successful operation of a special campaign: the need for close interlocking of the various phases of the advertising plan with the personal sales work of dealers and dealers' salesmen. Over and above such a close tie-up there must be ade-

This unique and dramatic method for dramatizing the value of the G. E. sun lamp, through the use of a beach scene with living models, tied up with the newspaper promotion on the same product.



To prove that this plan was not a one time fluke, Royal-Eastern duplicated the campaign the following month with G. E. sun lamps. Each dealer had to buy a set of three sun lamps, in return for which he received a twenty-cent sun lamp pin tray premium novelty he could present to the prospect as his door opener and which was offered free in the four-color, full-page advertisement run in the same newspaper.

Dealers' names were included in the advertisement again. Despite the fact that large areas of New York City have direct current, and the offer of sun lamps and premiums was limited to A. C. users, the one advertisement which ran February 20, 1932, has brought in more than 1,000 coupons.

As a result of this plan, Royal-Eastern sold to its dealers more sun lamps in ten days than it had previously sold in two years. Both plans have resulted in new outlets for Royal-

Any specialty manufacturer or wholesaler who is having difficulty under present market conditions in developing consumer leads for his products, or in arousing dealer interest to the point where the retailer will engage in some creative selling effort, will find the simple campaigns explained here full of helpful ideas. Royal-Eastern found a way to develop leads, and—what's more important—a way to turn them into sales.

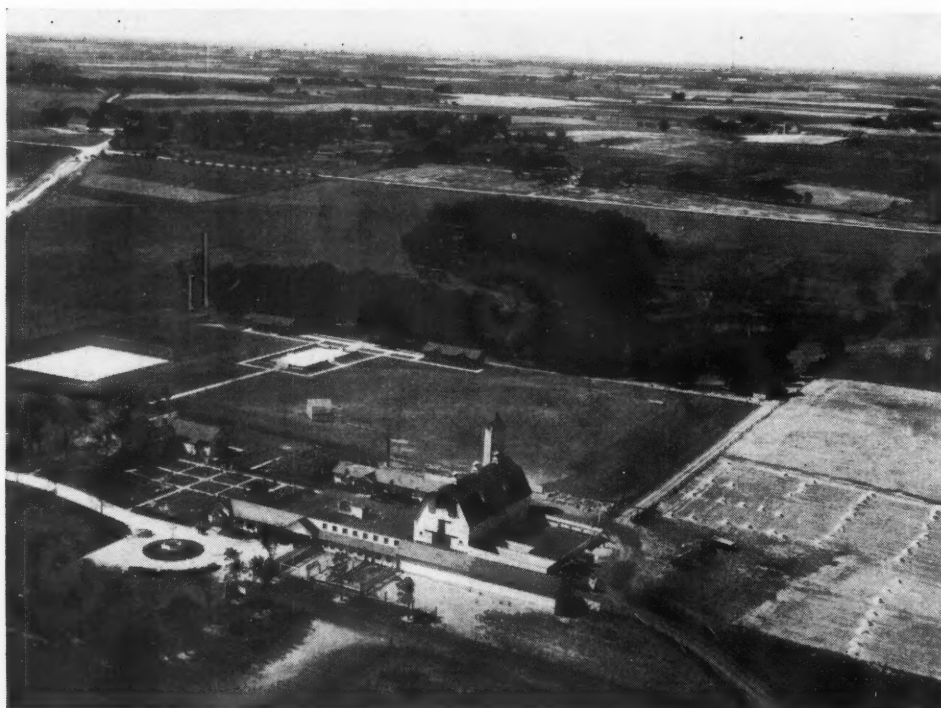
Eastern, some of which never sold appliances before. One music and radio shop tied into both plans. It sold thirty-two G. E. cleaners and twelve sun lamps, and wants to take on other appliance items.

The experience of both campaigns proved one sales factor very definitely. The dealer must present the pre-

quate supervision and check-up to see that each retailer does an intelligent job of follow-up and cashes the leads attracted by the premium offer to his own best advantage.

Beyond the immediate returns from participation in such a campaign, it often opens the dealers' eyes to opportunities he has been missing.





*A Model Farm in Lake County demonstrates electric and gas appliances which will help to minimize labor in home and field.*

# A Public Utility Shows How to Build Sales among Farmers

**S**UCH is the importance of the farming industry to the life of the nation that individually and collectively people should be deeply concerned in the welfare of its participating members. Because of this realization we long since have believed that it is incumbent upon us to bring electricity to the farmer, under most favorable terms and at the lowest practical rates, for his comfort, convenience and profit.

The farm electrification program of the Public Service Company of Northern Illinois really started more than twenty years ago, when the company purchased the electric light plants and distribution systems in a number of small cities, towns and villages in the northeastern portion of Illinois, thus forming the nucleus of the present extended interconnected system supplying electricity to over 6,000 square miles of territory, in which are located approximately 24,000 farms.

During 1925 we started an intensive farm electrification program under a carefully prepared development plan laid out in advance for a number of years. At this time we organized a

As told by a company official to

**D. G. BAIRD**

Both operating and gross revenue for the Public Service Company of Northern Illinois were higher for the year 1931 than for any previous year, according to the annual statement recently issued. During the year the number of customers increased 6,266 over the number in 1930. Public Service now serves a total of 321 communities; of these, 319 are served with electricity, 103 with gas, 5 with water, and 2 with heat.

separate sales division to promote vigorously the extension of electric service to the farmer. Prior to that we had been expanding service facilities, extending transmission and distribution lines and serving farmers adjacent thereto.

Our first move was to analyze the existing market by making a survey to determine first-hand the use those farmers who had electric service were making of it. Of some 450 farms surveyed all were using electric light, nearly all were using electric flat-irons, many had some other household appliances. Few, however, were using electricity for power or cooking. We could tell them of the many electrical labor-saving appliances, but that alone was not sufficiently convincing; what we needed most was some means of demonstrating such appliances in actual operation.

To meet this need we formed the Agricultural Sales Department. It is comprised of young men who have been born and reared on the farm, who have completed a college or university course in either agriculture or engineering and who have received



special training under our direction. In this department there are thirteen men who spend their entire time in contacting farmers and working with implement dealers, farm bureaus, agricultural extension agencies and others who are striving to improve American agriculture.

These men consummate negotiations for farm line extensions, lay out the farmers' wiring jobs, demonstrate equipment, figure with the farmers on the kind of equipment they need and can afford, show them how they can make installations as economically as possible, and sell electric and gas equipment.

Although the company regularly carries in stock a wide variety of electrical and gas household equipment, our salesmen encourage dealers to sell

tional work increases the interest in these modern conveniences.

We are constantly bringing to the farmer all the conveniences and labor-saving devices that are available in the city.

Meanwhile we endeavor to make it as easy as possible for farmers and rural residents to secure electricity—financing the line extension required on the highway under what is known as the Farm Line Extension Electric Service Agreement. Under the terms of this agreement the company agrees to finance and build the electric line extension along the highway and supply the transformer and transformer devices necessary to render electric service, while the farmer agrees to pay a monthly minimum bill each month for a period of fifty months equal to

company's model farm in Lake County, about forty miles north of Chicago. The purpose of this model farm is to demonstrate to farmers, and to city people who would like to have a home in the country, the use of electric and gas appliances which will minimize labor in the home and on the farm.

This farm consists of 120 acres of fertile land which are cropped in accordance with the best information available, a six-room farm home, stock barn, dairy rooms, offices, poultry house, swine barn, and an exhibition hall where electric and gas equipment for the farm is displayed and demonstrated.

This is not an experimental farm and does not duplicate the efforts of agencies already established which are carrying on experimental and research work in farming. It is simply a demonstration farm, established for the one purpose of demonstrating the application of various gas and electrically operated devices calculated to help solve the problem of labor on the farm and to show the farmer how he can have all the comforts and conveniences of the urban resident in his farm home.

Upon entering the home, one is impressed with the many services rendered through the use of gas and electricity. Electric lighting that gives expression to the home furnishings and is restful to the eyes; a liberal arrangement of convenience outlets in every room; a gas-fired boiler, automatically controlled to maintain the desired proper temperature, and a gas-fired storage water heater which furnishes a generous supply of hot water at all times—these are, perhaps, the conveniences of major importance. A clock, operated by electricity, has taken the place of the furnace fireman. The basement is not a basement any more—it is a recreation room.

The kitchen, commonly referred to as "the workshop of the home," is kept cool and free from food odors by means of an electric ventilating fan. Food is preserved in an electric refrigerator, prepared by an electric food mixer and cooked in an oven with automatic temperature control. Electricity also washes the dishes, sweeps the crumbs off the floor and electrocutes the flies that are ever on the alert to move in. Women spend much of their visiting time in this kitchen. Meanwhile they have absorbed another essential sales factor—namely, that leisure and time for thought and contemplation can be theirs via the little-by-little way—a small amount down and a few dollars a month over a short period. In other

(Continued on page 24)



*Leads obtained through visitors to the Model Farm are turned over to local sales divisions for prompt follow-up.*

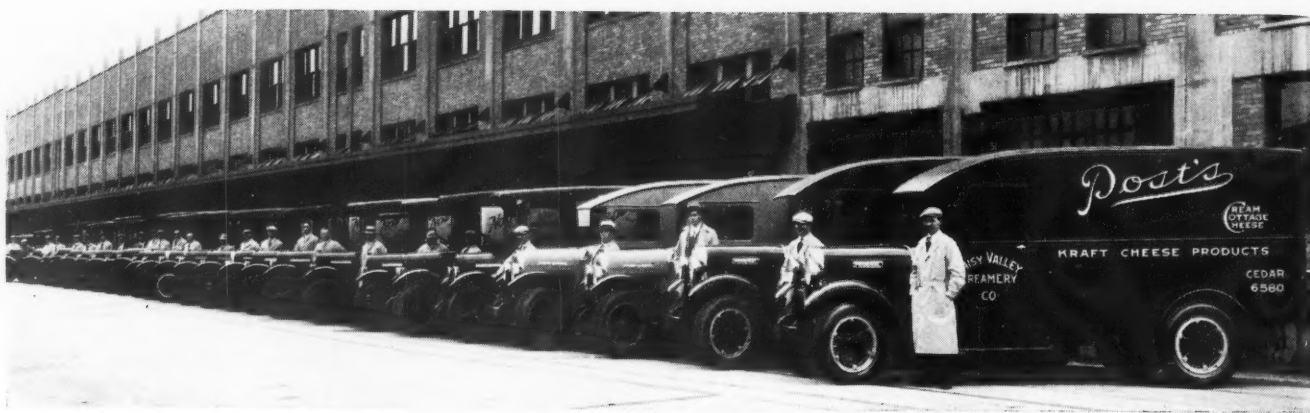
There have been lamentations galore about the bad conditions of the farm market—yet Northern Illinois farmers bought enough modern electrical equipment and load-building household electrical appliances last year to give Public Service of Northern Illinois its best year. How they built up their market in rural districts is told here by a company official.

to farmers and refer to such dealers farm prospects for milking machines, pump jacks and similar equipment.

The outside field salesmen are augmented by our Home Service Department, which supplies women demonstrators of lighting, electric cooking and refrigeration. In many instances such a demonstration is arranged for a dozen or more housewives in the home of one of their number. Such promo-

one-fiftieth of the total cost to the company of the line extension involved. Farmers by and large favor this plan because it enables them to use their ready money to install an adequate wiring system and to purchase electric appliances and devices to make a liberal as well as an economical use of the service.

A suitable background to the farm electrification program is found in the



*A typical fleet of automobile trucks and their salesmen-drivers.*

## Will Quick-Frozen Foods Expand Through Auto Truck Distribution?

**H**EADACHES are doing a thriving business in a great many lines of endeavor these days. But it is probably safe to say that none is more acute than that suffered by the old-line grocery wholesale houses, who are watching some of their most profitable business go to the truck food distributor—at one time known as the “wagon jobber.”

A distributor may be described briefly as a person, or firm, who purchases food specialties—usually perishables and semi-perishables—direct from the manufacturer. He then sells these products to the retail outlets in his territory by means of his fleet of trucks, which are generally one and one-half-ton panel body jobs. The man who drives the truck sells the goods and makes immediate delivery, usually collecting cash for what he sells.

One advantage claimed for this method of distribution is that the driver-salesman, in bringing the goods in, places them directly on the shelves or arranges them in a display on the counter. In other words, cry proponents of this form of food wholesaling, sales are made from that moment on, since there is no waiting for the grocer to go into his store-room and unpack a case of this or that before the goods get placed on his shelves.

A distinctive characteristic of this form of selling is that the grocer is enabled to buy in small quantities, instead of in case lots or by the gross. If he wishes to purchase six jars of

Truck distribution has grown, during the past four years, to the place where 11,000 distributors are operating between 35,000 and 45,000 trucks. A man who has his ear to the ground in this field tells why frozen foods will probably adopt it as the most efficient method of reaching the retailer.

mayonnaise, for example, and a dozen of this and four of that, his business is welcomed by the truck food distributor. The old-line jobber, on the other hand, cannot afford to take such a small order.

Still another feature of this type of distribution is the regularity of contact. The typical distributor lays out his routes carefully so as to include all retail outlets, restaurants, clubs, hotels, wayside stands, etc., in his territory. Calls are made usually once a week, and in most cases at the same hour of the day. Many distributors, in fact, pride themselves on the railroad accuracy with which their trucks operate.

This works to the advantage of the retailer, who is naturally very much interested in keeping his inventory down as far as possible. With each call of the distributor he orders just enough to tide him over until the next call. This speeds his turnover and assures the consumer fresher stock, in addition to keeping the grocer's inventory at the lowest possible level.

While the greatest expansion and

growth of the field of truck food distribution has taken place within the past three or four years, the roots of the movement actually extend back for more than a quarter of a century. The present-day development goes back to the wagons delivering fresh yeast to the grocery and bakery trade many years ago. It was not until the development of packaged cheese, however, that the movement was given any real impetus; with the advent of mayonnaise, it grew by leaps and bounds.

Impartial and thorough surveys indicate that there are today some 11,000 truck food distributors in the United States, operating between 35,000 and 45,000 trucks. And this number is growing steadily. This sounds like a lot of trucks, until one stops to consider that there are some 400,000 retail outlets in the country which need to be serviced regularly.

The typical distributor handles from six to twelve items; these nearly always include cheese and mayonnaise as his “backbone” items. Others may include one or more of the following: potato chips, macaroni prod-



ucts, packaged desserts, rusks, pickles, relishes, potato salad in jars, preserves, horseradish, canned meats, olives, coffee and scores of others.

He does not handle staple lines, such as salt, sugar, canned goods, etc. In the first place, they are too heavy and bulky; more important, however, is the fact that there is not enough profit in them. The average distributor demands a margin of 20 per cent on the products he sells, although his two backbone items—cheese and mayonnaise—will not pay him that much. However, their faster turnover helps somewhat to offset their shorter margin.

One reason why the distributor is able to sell in small quantities is that his overhead is low—averaging around 12.5 per cent of his gross sales. His most expensive equipment is his truck fleet, of course, which he finds he can operate, on an average, at from six to twelve cents per mile.

His fleet makes from thirty-five to fifty calls per day on the average, five days per week. Very little selling is done on Saturday, since that is the grocers' busiest day. With such a large number of contacts per truck per week, small wonder that he can and does thrive on small sales.

The distributor and his driver-salesmen are on terms of familiarity with most of their trade. The alert grocer expects his distributor to keep him informed as to what is going on in the food field and to tell him about any new products that might merit his attention. He knows from experience that he can rely upon what the truck jobber tells him. The jobber, on the other hand, has learned that he must be exceedingly careful and scrupulously honest in his dealings with the grocer in order to continue to warrant his faith.

Under such conditions, it is a comparatively simple matter for the distributor to introduce a new product to his trade, after he has become convinced that it has possibilities. About all that it is necessary for him to do is to explain the product to the grocer, sample it, and suggest that the retailer take on a few packages as a trial. In most cases it is as easy as that to get the new product on the grocer's counters or shelves.

That done, it is next the job of the distributor to see that the new line moves and to help its sale by suggestions, selling points, etc. Through his frequent calls he can keep his fingers very closely on the pulse of his trade.

This situation has been a boon to the manufacturer who wanted to get through distribution for his product

in the shortest possible time. By working with the distributor closely he is usually able to accomplish this in a fraction of the time needed for the old-line method.

Now that this lusty infant has outgrown its infant days and is giving indications that it will grow up into quite a giant, many people are wondering what will happen next.

As an interested observer of this field for a long time, and as a result of close personal contact with it, I believe I know the answer to that question. In my opinion, it is:

The truck food distributor will probably find that his field of greatest expansion from now on will lie in the realm of quick-frozen foods.

Quick-frozen foods offer enormous possibilities, once they have been better perfected. Not only meats and fish, but fresh fruits and vegetables, orange juice and the like, have been quick-frozen successfully, and have proved popular with the consumer.

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## BY

R. W. McFADDEN

*Managing Editor,  
The Auto Truck Food Distributor,  
Chicago*

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Quick freezing of food products, let it be pointed out, preserves the fresh flavor and juices of the fresh product, and is not to be confused with the old slow-freezing process which broke down cell tissues and resulted in a tasteless, mushy product when defrosted. Defrost quick-frozen foods and you have practically the equivalent, in taste, flavor and appearance, of the fresh product.

As everyone knows, the quick freezing of fresh fruits and vegetables offers a means of leveling marketing peaks and maintaining prices for the producer at a better level throughout the year. The consumer, too, benefits by getting fresh food the year 'round at reasonable prices.

Before quick-frozen foods can attain their fullest popularity, it will be necessary for the retailers of the nation to install special counter equipment which will display and keep these products at the proper temperature. Much experimenting has been done all along this line, and efficient, low-cost equipment is now being produced.

In order to be at its best, however, quick-frozen foods must be kept at temperatures below the freezing point from the time they leave the processing plant until they are placed in

the consumers' hands. That means, then, that the average grocer, once he has equipped his store properly to handle these items, will want to buy in small quantities, so as not to overload the capacity of his special refrigerator counter. And because he will want to buy in small quantities, he will need frequent deliveries to keep his stock replenished.

Frequent deliveries and small quantity buying! That is the way the truck food distributor is already operating. Is it not logical, therefore, to expect him to add these new products to his line as fast as public demand warrants?

True, he will be compelled to equip his trucks with efficient refrigeration. In fact, he will need colder temperatures than those he is now using on his trucks for keeping his cheese, mayonnaise and other products at proper temperatures in hot weather. But with the increasing use of solid carbon dioxide as a sharp refrigerant, the production and maintenance of below-freezing temperatures in a truck become a relatively simple matter.

When the handling of quick-frozen foods is finally perfected, these products will be shipped in refrigerator cars to refrigerated warehouses located at strategic points throughout the nation. From there shipments will be made to the distributors' warehouses, where the goods will remain under refrigeration while awaiting distribution.

Quick-freezing plants are being built rapidly in many sections of the country where fruit and vegetable production is heaviest. Along the seaboard are plants for the quick freezing of fish, while several of the meat-packing plants are producing quick-frozen meats.

The production of this type of food, then, is growing, and can very quickly be geared to public demand. Facilities for shipping and storing already exist, and can be expanded as rapidly as conditions warrant. Retail store equipment has been developed and will be installed as fast as the public becomes aware of the value and convenience of these products.

Distribution to the retail outlets will also be a simple matter, since a most efficient and dependable system has already been built up. With few changes it can serve the quick-frozen foods industry admirably.

The truck food distributor of the future, therefore, will likely find on his trucks a great many items which are not there now. And these items, it seems certain, will include a full line of quick-frozen food products.





*Photo by Ewing Galloway.*

# The Snare of Competitive Prices

BY  
LESTER B. COLBY

**W**E used to have a fellow in Libertyville who was known as The Busy Bee. We considered him a little daft. One reason was because he felt that to merchandise he always had to undersell all of his competitors.

Will Waldron ran a grocery across from The Busy Bee's fruit and candy store. One day Will put out some oranges marked 45 cents a dozen. The Busy Bee marked his 42 cents. Will countered and reduced this price to 39. They kept this up for an hour or two and finally The Busy Bee was selling oranges for 18 cents.

Then Will sent a boy across the street. He bought all of the Busy Bee's oranges and took them over to Will's store. Will's price immediately went back to 45 cents.

When The Busy Bee went broke everybody said, "I told you so."

I was attending a convention of oil men in Kansas City one time. All of the leading executives were gathered in a room at the Baltimore Hotel.

Suddenly a man came into the room excitedly. He began to whisper around. Within the next five minutes twenty executives had rushed to telephones. The price of gasoline, at filling stations in Kansas City, within the next few minutes

dropped four cents a gallon at their decree. Next morning we got the story.

The owner of a curb station in the outskirts of town had posted a cut-price. Every station in town met the price and the "war" lasted for weeks.

But all the oil men were a little sheepish when it was learned that this curb station, in a bad sales spot, had been averaging only about forty gallons a day!

Once when I was city editor of a newspaper we got a strange story. The county had asked for bids for burying the unclaimed and pauper dead. Two rival undertaking houses locked horns. They bid each other downward maliciously.

The winner of the contest, in the end, entered into an agreement to pay the county \$2 each for the bodies!

A chain store system, according to a current story, entered the depression with a "war fund" of \$60,000,000. If the rumor is correct the war fund is gone and the chain is \$6,000,000 in the red.

All of which reminds me—

I was passing a meat market the other day and saw a sign, "Sirloin steak, 14 cents."

I stopped and went in just in time to hear the butcher say to a customer:

"Sorry, Ma'am, but we haven't any brains."



Photo by Ewing Galloway, New York

# Cradles of Big Business

**F**IRST STEEL CONVERTER: Probably more than any other

factors, steel and oil made the Machine Age of mass production and mass distribution. This Kelly converter, used at the Cambria Iron Works in 1861-2, was the first successfully to produce Bessemer steel. Its development precipitated the launching of many steel companies in the next few decades, chief among which were the Carnegie, National Tube and Federal Steel companies, and many fabricators such as American Bridge, American Steel Hoop and American Steel & Wire.

In 1901 the elder Morgan, with the Carnegie Company as a nucleus, merged a dozen of these concerns as the United States Steel Corporation, with Charles M. Schwab of Carnegie as president. The Rockefeller ore lands in Minnesota were an important factor.

Now, as then, US Steel dominates the industry—producing about 40 per cent of the steel ingots made in this country and with about 50 per cent of the total producing capacity. US Steel today, with assets of \$2,400,000,000, is the largest industrial company in the country—though its sales volume in recent years has been slightly outranked by that of Standard Oil Company (New Jersey) and General Motors Corporation. In 1929 "Steel's" business

No. 2. United States Steel

amounted to \$1,494,000,000, as against \$1,523,000,000 for "New Jersey"

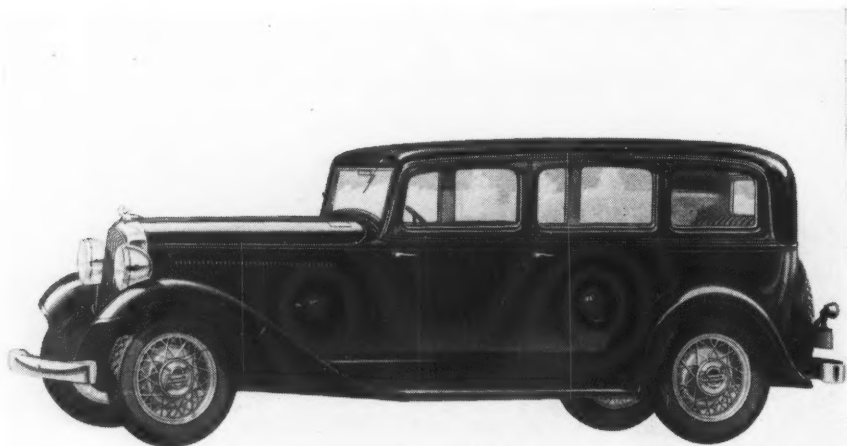
and \$1,504,000,000 for General Motors Corporation.

Of the three, General Motors has been the largest advertiser—spending in peak years a total of more than \$35,000,000, as against \$10,000,000 or \$12,000,000 for "New Jersey," and almost nothing at all by "Steel," which, with 1,396 plant units in 143 groups, embraces 200 companies in the steel, tin and cement industries.

Mr. Schwab retired from the presidency in 1904 to form Bethlehem Steel, second largest in the industry. For many years the corporation was headed by Elbert H. Gary, as chairman, with James A. Farrell as president. On Judge Gary's death, in 1927, control was placed in the hands of a triumvirate composed of J. P. Morgan, chairman of the board; Myron C. Taylor, chairman of the finance committee, and Mr. Farrell.

The corporation, however, is reverting to one-man control. Mr. Farrell will retire April 19, in favor of William A. Irvin, now a vice-president. Mr. Morgan announced this week his retirement as chairman—the office to be filled by Mr. Taylor, a lawyer turned industrialist—with the demeanor of a mediaeval potentate—who will carry on, largely alone, the work of the elder Morgan and of Gary.

### The Plymouth Four



*The new Plymouth is six inches longer . . . .*

## Mr. Ford Speaks Half His Mind; Mr. Chrysler Answers Monday

DETROIT—Not so much a baby Lincoln as an overgrown Ford, the new Ford V-8 was formally announced in full-page space in newspapers throughout the country March 29.

First promotion on the new Ford four is expected within the next week.

The Ford eight announcement anticipated by four days the opening of the General Motors exhibits in 55 cities and by five days the launching of the Chrysler Corporation's new Plymouth. General Motors' ten-page insertion on the exhibits in this week's issue of the *Saturday Evening Post*, however, also appeared March 29.

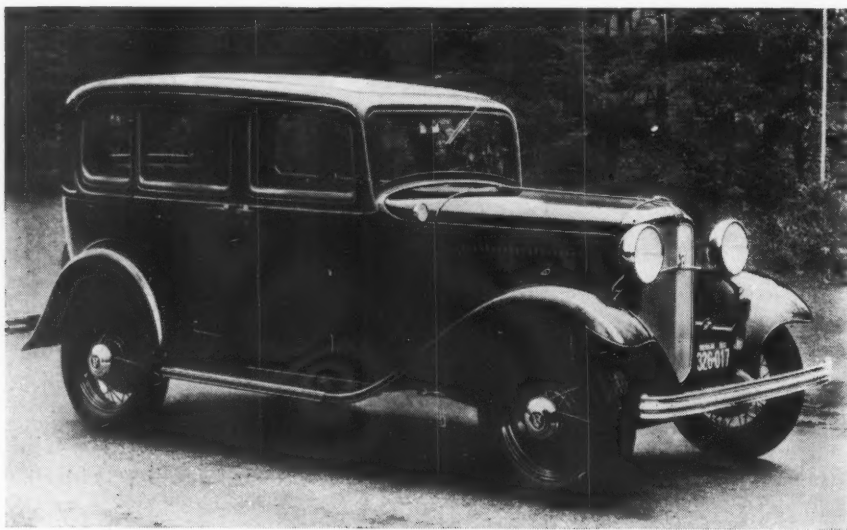
Mr. Sloan of General Motors and Mr.

Ford having said much of their say, Walter Chrysler will take the spotlight. The new Plymouth will sell for \$495 to \$785—against a previous bottom price of \$535 and against the previous Ford bottom price of \$495.

A four, it looks more like an eight than the Ford eight. Both the Ford eight and the Plymouth four have 65-horsepower engines (the Ford four will be of 50 horsepower). The Plymouth will have a longer wheelbase—112 inches—Floating Power, Free Wheeling, silent second transmission, hydraulic shock absorbers.

The Ford eight and four—both with the same chassis—will have a wheel-

### The Ford Eight



*. . . but Mr. Chrysler makes it look at least two feet*

base of 106 inches; will boast hydraulic shock absorbers, automatic spark control, downdraft, carburetor. In anticipation of the public announcement, April 3, Plymouth has been turning out 1,000 units a day. Sixty field men have been contacting the Chrysler, Dodge and DeSoto dealer organizations, which handle the Plymouth in addition to their higher-priced lines. In addition to a heavy schedule in newspapers, magazines and outdoor media, the Chrysler radio program, beginning April 3, will carry the Plymouth announcement.

## Buick-Olds-Pontiac Sales Organization Picks Executives

DETROIT—The executive set-up of the new Buick-Olds-Pontiac Sales Company, organization of which was announced in this magazine March 26, was revealed this week by R. H. Grant, vice-president of General Motors Corporation, who will supervise personally the new operations.

W. A. Bles, former vice-president in charge of sales of Pontiac, will be general sales manager; R. K. White of Pontiac and George H. Wallace of Buick, assistant sales managers. R. M. W. Shaw, R. H. White and E. J. Poag will continue, respectively, as advertising managers of Olds, Pontiac and Buick, with D. P. Brother, head of General Motors' advertising, in general charge of this activity.

The sales and advertising offices will be in General Motors building here.

There will be five sales regions established under a resident personnel at New York City, Detroit, Chicago, Memphis and San Francisco and sales zones under the jurisdiction of the regions also are to be installed at thirty-three points in the United States. Three hundred picked sales and service representatives will be assigned to the field to work from zone offices.

The sales company, Mr. Grant said, hoped to be able to market normally some 350,000 units, which at consumers' prices would mean a total sales volume of \$400,000,000. Last year there were sold 90,871 Buicks, 46,679 Oldsmobiles, 73,154 Pontiacs and 12,985 Oaklands, a total of 223,689.

"Probably this consolidation of sales activities should have happened five years ago," said Mr. Grant, "but now that we have set it up I hope to make it the best sales organization in the industry. If we are successful it means better times for everybody. In no way should this consolidation . . . be construed as an economical or deflationary measure."



*Announcing*

*the purchase of*

“Interior Architecture & Decoration

*combined with*

Good Furniture & Decoration”

*which will be merged immediately with*

THE FINE ARTS

This merger assures advertisers in THE FINE ARTS an increase of several thousand in circulation—and at absolutely no increase in cost. This select market can be reached for only \$200 a page on a twelve time basis—only \$2400 a year.

*Sample copy gladly sent upon request.*

THE FINE ARTS

420 Lexington Avenue, New York City

## "Management Meets Changing Conditions," to Be AMA Theme

NEW YORK—Conferences on public relations and general management will be held by the American Management Association at the Hotel Pennsylvania, New York, May 2 and 3.

Among the speakers at the former session will be Ralph Leavenworth, Westinghouse Electric & Manufacturing Company, on "The Newspaper Reading Public and the Newspaper Profession"; L. W. Hutchins, Swann Corporation, "The Business Press and the Business Press Profession"; Alfred Reeves, National Automobile Chamber of Commerce, "Legislators and Public Officials"; L. R. Boulware, Syracuse Washing Machine Corporation, "The Wholesalers and Retailers of Company Products," and Earl Whitehorne, assistant vice-president of McGraw-Hill Publishing Company, who will summarize the day's discussions.

The program for the general management conference, May 3, includes James O. McKinsey, of James O. McKinsey & Company, "Flexible Policies for Changing Conditions"; E. Victor Donaldson, president, Robert Gair Company, "Merchandising and Marketing for Changing Technological and Business Conditions"; Parker Margeson, general manager, Phoenix Hosiery Company, "Adapting Planning to Rapid Changes"; O. D. Reich, vice-president, Dexter Folder Company, "Maintaining a Flexible Organization for Changing Conditions," and Morris E. Leeds, president, Leeds & Northrup Company, "National Economic Planning for Changing Conditions."

Later in the week, May 4 to 6, the Association will hold financial and insurance conferences—Alvin Dodd, of Kroger Grocery & Baking Company, speaking on "Reducing the Costs of Distribution" at the former session.

## Millard Bury Will Direct Sun-Maid Raisin Sales

FRESNO—Millard Bury of San Francisco has been appointed sales and advertising manager of the Sun-Maid Raisin Growers, here, succeeding Harley B. Lewis, transferred to New York City as Eastern division sales manager. Until two years ago Mr. Bury was sales manager of the Sunland Sales Cooperative Association, marketing agency for both Sun-Maid and the California Peach and Fig Growers' Association, which position he resigned two years ago.

## Jersey Central Seeks "Reciprocal" Trade

NEW YORK—"I am able to make this purchase because I am on the payroll of the Central Railroad Company of New Jersey."

"I trust you will return the favor by making use of the Central Railroad Company of New Jersey for your passenger travel and for the handling of your shipments."

Twenty-five thousand copies of this legend on a sales slip have been distributed to employees of the Central Railroad of New Jersey, to stimulate reciprocal business from the merchants with whom the employees deal.

"It is impossible to determine definitely the results," Walter V. Shipley, passenger traffic manager, told this magazine. "We have, however, received favorable comments in several instances."

## Montgomery Ward Picks Six Regional Managers

CHICAGO—Under a new regional plan of operation (SM March 26) Montgomery Ward & Company announced this week the appointment of six regional managers.

The Eastern region, from Maine to Florida, will be in charge of P. O. Baker, until recently sales manager of the Gotham Silk Hosiery Company. W. B. Baumhoger, vice-president, will head the Chicago region; C. L. Ettleson, the Southern region at Fort Worth; C. W. Dunson, the Middle West, at Kansas City; C. W. Harris, the St. Paul territory; and Beatty Stevens, the Pacific Coast.

## Hoist Firm Enters the Radio Market

DAYTON—The reorganized Franklin Radio Corporation and the assets of the Radio Instrument Division of the Van Horne Tube Company, Franklin, Ohio, have been acquired by the Joyce-Cridland Company here.

Joyce-Cridland Company, manufacturer of heavy duty jacks, lifts and hoists for 59 years, is planning an expansion program into the radio and other fields. Franklin Radio Corporation is now headed by A. W. Lloyd, formerly an official of the Van Horne Tube Company. Home and automotive receivers will be marketed.

## U. S. Tire Introduces "Tempered Rubber" in Record Program

DETROIT—The biggest sales and advertising program in the history of the United States Rubber Company has just been inaugurated by the company's tire division on behalf of "Tempered Rubber," an improved tire tread. The new US tires are said to wear 10 per cent longer than any other tires ever made.

Six hundred newspapers, outdoor posters in 1,200 cities and towns, seven magazines, millions of mail pieces and a variety of point-of-sale methods are being employed to arouse immediate public acceptance for it.

Coincident with the opening of the national magazine campaign, early in March, the outdoor and cooperative newspaper phases of the program, carrying the dealers' imprints, emphasized where-to-get-them.

At the same time, F. S. Harknes, advertising manager, explained to this magazine, dealers unveiled special displays and blanketed their cities with promotional matter.

One "promoter" is a small piece of the new rubber in the shape of a dumb-bell, except flat. Some dealers are staging spectacular stunts to demonstrate what a great weight this little piece of rubber will support. The manufacturer is supplying 5,500,000 of them for dealers and customers to play with.

The formula will be retained and used exclusively by US Rubber. All US tires now being produced have the new rubber tread. There has been no increase in price. The campaign will run through the summer.

## Addressograph Promotes Winger and Page

CLEVELAND—Complimenting SM on the "mighty good story" regarding the appointment of C. E. Steffey as vice-president of the Addressograph-Multigraph Corporation (SM March 19), an executive of the corporation proceeds to call attention to one error and two addenda.

Mr. Steffey, it seems, is not vice-president in charge of sales, but of distribution.

At the same time the corporation appointed W. K. Page, formerly general sales manager, Addressograph, and R. M. Winger, formerly general sales manager, Multigraph, as vice-presidents of the Addressograph-Multigraph Corporation, in charge of sales and advertising.



## PLUS

Railroads run similar cars over like rails; all water works furnish  $H_2O$ ; and all electrical companies send out identical "juice." Yet there are differences among the products of these "service" corporations. Some render a "plus" service—a quality not easily described but quickly recognized when experienced or seen. And seeing is next to experiencing in believability. That's why rotogravure—with its perfect reproduction of pictures—is the believable medium.

**Kimberly-Clark  
Corporation**

Established 1872

NEENAH, WIS.

NEW YORK  
122 E. 42nd St.

CHICAGO  
8 S. Michigan Ave.

LOS ANGELES  
510 W. 6th St.



# Kimberly-Clark Corporation

Manufacturers of Rotoplate, Hyloplate, Primoplate, Servoplate—Perfect Papers for Rotogravure Printing

# CHOICE

Choose well and you find good in your choice. True, whether 'tis a woman choosing a soap kind to soft hands, or you selecting an advertising medium to reach that woman. For you, rotogravure is a good choice because it will tell your whole story speedily, interestingly, believably . . . For nearly twenty years Kimberly-Clark papers have been standard for all types of fine rotogravure printing — newspapers, catalogs, package enclosures, mailing pieces. For black and white and for fine color work as well. A Kimberly-Clark paper is a good choice



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## Ford Releases Movie; Studebaker Issues Call of Open Road

NEW YORK—A sound motion picture of the new Ford eight has been released to 6,000 theatres.

First produced with great secrecy as a silent picture, by the Ford Motor Company, it was later scored and synchronized at the Metropolitan Motion Picture Company, a RCA Victor Company licensee. More than 2,000 prints of the picture were shipped to theatres on the day the new car was announced. The job is said to have been the largest ever undertaken for the release of an "industrial subject." Ford, General Motors and Chrysler are not the only motor makers ready with new campaigns.

Studebaker Corporation is inaugurating the "Call of the Open Road Week" with the slogan, "A New Car Is a Badge of Honor."

Auburn continued its Dual-Ratio demonstrations a second week, beginning March 26.

Pierce-Arrow has plans to turn a few of the hoarded dollars in its direction, and special advertising programs are being launched by Packard, Hudson, Nash, Graham-Paige, Hupmobile, Reo and others.

The National Automobile Chamber of Commerce is participating in the movement.

## Continental-DeVaux Names Sales Chiefs

GRAND RAPIDS, MICH.—F. F. Stowers has been appointed assistant sales manager in charge of eastern territory, George R. Morris, a similar position in western territory, and O. E. Brown, sales development manager of Continental-DeVaux Company, recently formed (SM March 12, 1932) by the acquisition of control by Continental Motors Corporation and DeVaux-Hall Motor Company.

Mr. Stowers and Mr. Morris have been with the DeVaux company for the last year. Mr. Brown recently resigned from the Packard organization to join the company.

R. H. Mulch is general sales manager.

## "25 Per Cent Cotton Bond"

CANTON, N. C.—Obstacles to the use of cotton for stationery have been overcome by the Champion Fibre Company here, in its new Cotton Content Bond, Reuben B. Robertson, president, announced this week. The new paper has 25 per cent of cotton content, which in addition to offering a new and volume use for cotton, he said, may be utilized for letterheads, office forms, invoices and envelopes.



H. E. Blood

## Refrigeration Record Promotes H. E. Blood

CHICAGO—Howard E. Blood has been elected first vice-president of the Borg-Warner Corporation.

Mr. Blood is president and general manager of the Norge Corporation, Detroit, Borg-Warner refrigeration division, and of the Detroit Gear & Machine Company, maker of transmissions and free wheeling, another Borg-Warner division.

Under his direction the Norge Corporation showed gains of 52,000 units and \$10,000,000 in refrigeration sales last year.

## G. P. Torrence Becomes President of Link-Belt

CHICAGO—George Paull Torrence, vice-president in charge of Indianapolis operations, formerly sales production and engineering executive, has been elected president of the Link-Belt Company, maker of conveying and power-transmitting machinery, with headquarters here.

Mr. Torrence has been with the company for 21 years.

## Grant Chain Will Add 34 Units This Year

NEW YORK—Leases for 34 new stores in 16 states have been signed by the W. T. Grant Company, nationwide 25-cent-to-\$1 department store chain. The new units will bring the total in operation to 438. Fifty-four were added last year.

The company's sales for the first two months of 1932 were \$4,838,564, an increase of 11.3 per cent over the corresponding period of 1931.

## Dark Suit, White Shirt and Starched Collar "Make" a Salesman

NEW YORK—If clothes make the man, a "dark, conservative suit," starched collar, black shoes and white shirt are the first step in the creation of the salesman, Cluett, Peabody & Company is convinced as a result of a nation-wide survey of the "preferred dress standards of important men's wear shops."

Assuming that clothes are just as important to manufacturers' as to retailers' salesmen, SALES MANAGEMENT publishes the findings.

Though the stores—which included John Wanamaker, New York; Marshall Field's, Chicago; Lansburgh's, Washington; Joseph Horne Company, Pittsburgh; The Emporium, San Francisco—showed considerable diversity in preference for details, all agreed that there is a "right costume" for salesmen.

Most of the 51 stores studied wish their salesmen to wear "businesslike suits"—usually blue or dark gray. Twenty-five prefer starched collars (Cluett, Peabody makes Arrow collars and shirts); 10, white shirts, and there were scattering mentions of "inconspicuous haberdashery" and "neat shoes."

All but three agreed that careful dress is highly important to the salesman's aggressiveness and morale.

The findings are being published and analyzed in detail in a booklet entitled "Dressing to Sell."

## Standard Brands Widens Canadian Facilities

NEW YORK—Standard Brands, Inc., through its Canadian subsidiary, Standard Brands, Ltd., has established seven additional district offices throughout the Dominion and Newfoundland.

The new offices are at Ottawa, Hamilton and Windsor, Ontario; Quebec City; St. John, Halifax, Nova Scotia, and St. Johns, Newfoundland. With the present offices at Montreal, Toronto, Winnipeg and Vancouver, Standard Brands now maintains eleven district offices in Canada.

EAST PITTSBURGH, PA.—William E. Knox has been appointed assistant to the general manager of the Westinghouse Electric International Company. In the Westinghouse employ since 1921, Mr. Knox for several years was in charge of all the company's sales activities with Soviet Russia. Recently he has directed the sale of Westinghouse equipment to petroleum companies for use abroad.



## The Pont Company Whistles

### Survival of the Fit

I am much obliged to you for your letter of March 17, and for your trouble in connection with Bigelow-Sanford booklets. I assure you that I appreciate your cooperation very highly, and shall look forward to the booklets when they are released about April 15.

Perhaps the best tribute I can pay to your organization and your prompt cooperation on every occasion that I have had to seek your assistance is to say that I have recently discontinued my subscription to several magazines which, in the course of a year or two, accumulate—but in the case of SALES MANAGEMENT there was not the least question of its comparative merit editorially, or its value from a more practical point of view.

I am the more partial to your splendid publication for your recent services.—*A. G. Pinard, Sales Manager, The Lowe Brothers Company, Ltd., Toronto, Ontario, Canada.* (If SALES MANAGEMENT were always assured of such gracious appreciation, it might rob our circulation manager of a job.—THE EDITOR.)

### Explaining the Range Program

Referring to the article in SALES MANAGEMENT for March 19, page 436, regarding the Electric Range Plan:—

There is really no discrepancy between the preliminary estimates of advertising expenditures and the figures released by Mr. Hodge, which you intimated.

Mr. Hodge's figure of \$200,000, for example, relates only to *space* advertising in national magazines for the first year and does not cover the figure for sales promotion materials and activities included in the earlier figures. And you will bear in mind he stated that "from five to six times this amount in newspaper advertising and other local promotion" would be spent.

There are two parts to this Industry Plan;—the first as originated and developed by NEMA Manufacturers, which include *both* product advertising and *cooperative* advertising;—and, second the cooperative advertising which will be directed by the Joint Executive Committee of the N. E. L. A. and the N. E. M. A. It was this second part to which Mr. Hodge referred in speaking about the first year quota.

NEMA originally had a figure of \$3,600,000 in our proposed plan for cooperative advertising over the period of three years, and there is no reason to change this figure. It may be pointed out, however, that most of it will be spent in local newspaper advertising by the local utilities and not directly by the Joint NEMA-NELA Committee.

The NEMA plan also calls for the expenditure of \$8,400,000 in three years for *product* advertising by the range manufacturers and their wholesale and retail distributors.

Here again, of course, is included sales promotion as well as space advertising and a very large proportion of this will be spent in local newspaper advertising, rather

than national advertising.—*H. J. Manger, NEMA Range Plan Committee, Chicago.* (Newspaper publishers will be cheered by Mr. Manger's explanation.—THE EDITORS.)

### Demonstration of Immunity

Please renew my subscription for one year. I probably will get along without a lot of things this year, but not SALES MANAGEMENT.—*E. A. Baldridge, Eureka Chemical Company, Ft. Worth, Texas.*

### Supplement on Dealer Helps?

"Section 2 of the February 27 issue of SALES MANAGEMENT is a mighty fine piece of work. You can appreciate that it is necessary to read many magazines to keep alive with developments, and I quite frequently tear out certain pages containing items of specific interest to me. This issue of yours is one of the few magazines that I will keep intact in the files. Several members of my department have obtained considerable information from this issue.

"Your suggestion that you publish one on direct mail and dealer helps is very timely. Whether you should publish it now during the spring after the manufacturer has prepared his material or whether you should publish it in the fall in time for them to use it to advantage in preparing their 1933 program is a matter for you to decide.

"As you can appreciate, there are dealer helps and dealer helps. Some of them can actually be called a hindrance and others actual helps. I think everyone who subscribes to your magazine would be interested in knowing what other people are doing along these lines rather than using an occasional article in your regular publication."—*H. S. Boyle, Sales Promotion Manager, Electrolux Refrigerator Sales, Inc., New York City.*

(General response indicates that other readers want more supplements like the one issued February 27. If you have any preference as to subject matter, please write.—THE EDITORS.)

### Corrections, Historical and Political

Under the heading "Cradles of Big Business," page 465, your edition of March 26, you discuss the du Pont Company in a way evidently intended to be complimentary. In view of the general tone of the article, it is a matter of regret that attention should be called to some misstatements of fact. This, however, seems to be advisable for both your sake and ours in order that the record may be kept straight. For instance, the paragraph referring to the chagrin which du Pont powder brought to George III during the Revolutionary War carries its own correction in the fact that the du Pont Company was not founded until 1802 and the Revolutionary War was officially over about 1784, though it was practically over with the surrender of Cornwallis at Yorktown, the 150th anniversary of which was celebrated recently.

I do not quite see how the Empire State Building can be hooked up with the du Pont Company, even though an individual du Pont seems to have invested in that enterprise. In the case of the United States Rubber also, there has been frequent official announcement that the du Pont Company has no interest in that corporation, even though some individual du Ponts are identified with it. The same thing might be said of some of the other enterprises you mention, notably railroads and the Democratic party, if the party can be called an "enterprise." Mr. Raskob is an official of the du Pont Company as well as Chairman of the Democratic National Committee, but we do not feel that these connections justify the implication that the business enterprise has any connection with a political and social movement merely because an individual may be identified with both the business and the movement.—*Charles K. Weston, Manager, Publicity Bureau, E. I. du Pont de Nemours & Company, Wilmington, Delaware.*

(SALES MANAGEMENT doubts whether the majority of its readers took the statements in the article referred to as literally as Mr. Weston did. No offense was intended, need we say?—THE EDITORS.)

### Westinghouse Instalment Policies

Quoting from a recent article in SALES MANAGEMENT you will find the following statement:

"It's surprising the way General Electric and Westinghouse think up the same merchandising stunts at the same time.

"No sooner does G. E. announce a plan (SM February 27) to sell refrigerator, range, dish washer and various other kitchen appliances as a group on time payments as low as \$4.00 a week than Westinghouse comes out with a complete electric kitchen for \$4.20."

It might be interesting for you to know that Westinghouse inaugurated a complete line series of advertising January 25 in *Good Housekeeping*, following it up with the February 6 issue of the *Saturday Evening Post*. This advertising was the forerunner of the complete kitchen advertisement which ran shortly afterward.

Also if you will read the G. E. advertisement carefully, you will notice that the \$4.00 does not include all the products mentioned in your article. The advertisement states that if you have an electric refrigerator or an electric range, you can get the remainder of the equipment for \$4.00 a week.—*R. O. Richards, Merchandise Advertising, Westinghouse Electric & Manufacturing Company, Mansfield, Ohio.*

(Apologies for our errors, Mr. Richards.—THE EDITORS.)

### Now It's Triple-Checked

I am heartily in favor of the perforation of the margin of SALES MANAGEMENT so that entire issues or parts of them may be inserted in a standard three-ring binder. As for the special issues could you not get out one on methods of cooperation with local retailers in advertising as practiced at this time by many important national advertising manufacturers.—*Michael Murphy, Advertising Manager, Krupp & Tuffy, Inc., Houston, Tex.*

(One more vote for Mr. Schnadig's suggestion.—THE EDITORS.)

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### Berkshire Knitting Group in Belding-Hemingway

NEW YORK—Control of Belding-Hemingway, Inc., silks, passed this week to the Berkshire Knitting Mills, with the election of John N. McCullaugh, general manager of the Knitting Mills, as chairman of the board of directors.

Paolino Gerli, president of the National Silk Association, was elected chairman of the executive committee and R. C. Kramer, associate director of Amos Parrish & Company, style service president. The executive committee includes Mr. Gerli, Mr. McCullaugh, Mr. Kramer and Dwight Cutler.

### Iron Fireman Develops Smaller City Outlets

PORTLAND, ORE.—Dealer representation in every city of more than 5,000 in the United States—where coal is the basic fuel—will be sought this year by Iron Fireman Manufacturing Company, with executive headquarters here and sales headquarters in Cleveland.

This is the third stage of the company's distribution expansion program. During the first year the company developed outlets in the larger cities. The second stage extended distribution to cities of 25,000 to 50,000.

### Hardware Men Retaliate; Offer Free Groceries

SAN FRANCISCO—Turning the tables on grocers who for some time have been making special offers of china-ware, hardware and the like, with grocery products, the Bay Cities Hardware Alliance, Ltd., here, is offering grocery products free with hardware sales.

Each week in the campaign is devoted to a special offer—a half-pound of tea with each teapot or soap with a scrubbing brush.

### FTC Probes Deferred by Lack of Funds

WASHINGTON—Investigations by the Federal Trade Commission on power and gas utilities, chain stores, cement industry and building materials industry, will be held up from April 1 at least until July 1, as a result of the failure of the Bureau of the Budget and the Congress to provide a requested deficiency appropriation.

One hundred employees have been furloughed. Seventy-one of the employees were engaged in the chain store inquiry; 18 on the power, and 11 on the other inquiries.

# SALES CONTROL MAP BIG HELP IN ROUTING BEST MARKETS, EXECUTIVES SAY

See-at-a-Glance Symbols and Population Grouping  
Popular Features

## SPOTS ALL CENTERS OF 10,000 POPULATION BASED ON LATEST CENSUS

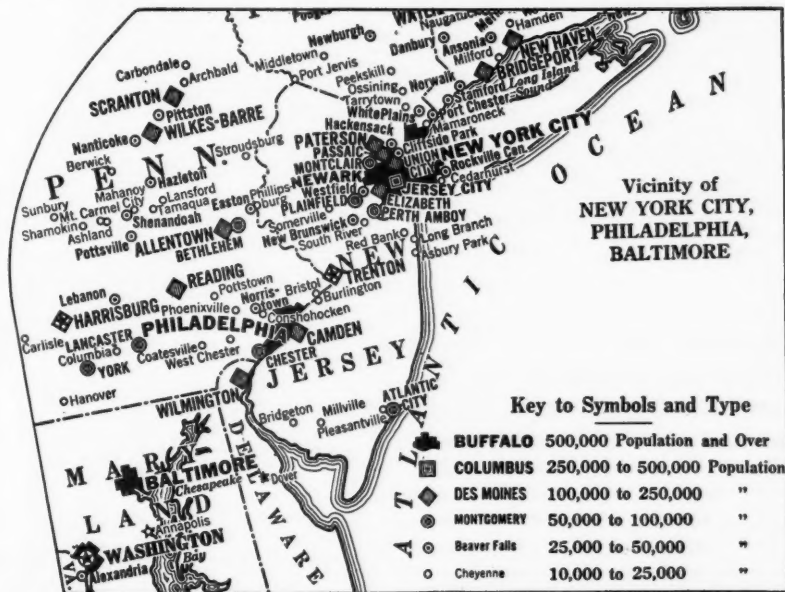
The Sales Control Map which SALES MANAGEMENT illustrated and described two weeks ago has met with a popular response from readers.

Among the firms which have ordered copies for sales or advertising use are Lehn and Fink; Bessemer Cement Corp.; DuPont Rayon Co.; Crystal Chemical Co.; Outdoor Advertising, Inc.; The Todd Co.; International Magazine Co.; Chas. H. Phillips Chemical Co.; International Business Machines Corp.; The Kotex Co.; Estate Stove Co. and Pepperell Manufacturing Co.

lation of a city from one census classification to the class above.

As examples of TRUE population as against CENSUS population, Washington, D. C., has a population of 486,869, and technically belongs in Class 2, but the immediate suburban area rightfully puts it in Class 1 (cities of 500,000 or more) and that is how it shows up on this map. Wilkes-Barre has a census population of 86,626, but the nest of immediately adjacent small towns around it makes its true population above 100,000.

Executives who are using the map tell



Copyrighted 1932 by the Mapdraft Company

This new Sales Control Map gives the exact location and comparative population importance of 1,134 cities in the U. S. A. and Canada. Finely lithographed on a heavy quality of bond paper; size 44 x 30 inches. Price, postpaid, in mailing tube, \$3.50. Use coupon below.

As shown by the reproduction above of one small, congested area in the East (greatly reduced), the new Sales Control Map gives both by graded type and see-at-a-glance symbols the relative importance of city areas. The census figures were used as a BASE, but attention was given to the immediate suburban areas which so often transfer the TRUE popu-

us that they find it extremely helpful in locating density and mass purchasing power at a glance, for marking off jobbing territories, for setting up new territories for salesmen based on latest population, retail sales and income reports, for operating map tack systems, for visualizing distribution of retail outlets, etc.

SALES MANAGEMENT, INC.,  
420 Lexington Avenue, New York, N. Y.

We enclose check for \$3.50 for which send us postpaid one copy of the SALES CONTROL MAP.

Company .....  
Street .....  
City ..... State.....  
Mark for attention .....

# Editorials

**D**IAMONDS IN THE DEPRESSION ASH HEAP: Few companies have been more dauntless in the pursuit of greater sales and profits through year-in and year-out advertising than the William Wrigley, Jr., Company. And certainly few have been as handsomely rewarded. Depression years have never frightened this company; rather, they have been a signal for redoubled sales effort. Because practically the entire selling burden on Wrigley gum has been shifted to the printed word, the correlation between the Wrigley sales accomplishments and the Wrigley advertising program is of particular significance. While December, 1931, sales were slightly below the total for the same month in 1930, January-February sales showed an upturn—a reflection of the efficacy of a basic marketing policy which, since the company's beginnings, has remained unchanged. In the early days of his business career, Bill Wrigley observed that E. H. Harriman had always built and improved his railroads in panic times when materials and labor were cheap. This policy, which had wrought great things for the railroad king, seemed applicable to the chewing gum business. Acting on this philosophy, Wrigley, during the panic of 1907, plunged into the New York market with firm determination to win it. He had failed twice before, in better years. At this time he bought up \$1,500,000 worth of advertising space at bargain-counter prices, flew straight in the teeth of the panic market—and won. . . . And now, years later, that history is repeating. Increased sales for January and February, the company states, are attributable to increased advertising *"the effectiveness of which was vastly increased because of the fact that fewer manufacturers are competing for the public's attention, and choice advertising space is obtainable."* . . . Since its inception, the Wrigley Company has invested somewhere in the neighborhood of \$100,000,000 in advertising. "Tell 'em quick and tell 'em often," was Wrigley, Senior's, philosophy. . . . "Explain to folks plainly and sincerely what you have to sell, do it in as few words as possible—and keep everlastingly coming at them. Advertising is pretty much like running a furnace. You've got to keep on shoveling coal. Once you stop stoking, the fire goes out." And so, even in "off" years, Wrigley has gone right on stoking, and collecting the extra increment resulting from the lack of similar faith on the part of his fellow business men. The company's financial statements are a running history in support of the soundness of continuity in advertising and the reality of the importance of cumulative impression. Last year the company earned its full dividend requirement in the first nine months of the year—a sum amounting to \$8,000,000. Even based on the current bargain level of stock quotations, Wrigley is paying its fortunate shareholders better than 8 per cent.

**J**USTICE: To men on the firing line—meaning on the selling line—it has been obvious for some time that price competition and profitless selling is not creating business—but is wrecking it. Gradually (but, oh, how gradually) this same conviction is penetrating the minds of those company executives who have grown up in the production end and the consciousness of those bankers who have vainly sought to overcome gross ignorance of successful merchandising by keen analysis of statistics which have generally grown stale by the time "analysis sets in." . . . The plain truth borne out of the bitter experience of the last two years is this: Price alone is not the best method of selling goods and in all fields where competition is extensive it is futile. Sales success as measured in dollars of profits earned depends primarily on such things as originality of product, exclusive features in product, appearance of product, availability of product—and, last and probably most important, upon the vigor and intelligence of the sales promotion. Goods of all kinds must be sold in order to attain anything like potential volumes. You cannot expect to sell goods without spending money on sales plans that are intelligently conceived. No one, not even Ford, can be said to be making a major contribution to economic advancement if he fails to sell his merchandise at a reasonable profit and if he fails to make it reasonably profitable for others to sell merchandise for and to him. . . . No manufacturer, not even Ford, has the right to engage for long in huge scale profitless selling.

**T**HE OUTLOOK: We are now far enough along in the new year to form some ideas as to whether business is still going deeper into depression, holding its own at about present levels, or marching forward to a fairly good state of prosperity. Recent check-ups made by the editors of SALES MANAGEMENT indicate considerable improvement in the profit and loss position of business as a whole. This improvement, however, is attributable to decreased expenses more than to gains in the volume of sales or to advances in the unit prices at which consumer goods are being sold. In other words, price chiseling at the buying end is forcing ever greater economies in the effort to attain (and maintain) balanced budgets. The seasonal gain in sales volume, while a godsend to many firms, has not materialized in a sizable way for business as a whole. While it is encouraging to know that more and more concerns are getting out of red ink, no one can find grounds for rejoicing over the price paid for this kind of progress, i. e., the price paid in greater unemployment and reduced rates of pay for workers of all classes.



## Media and Agencies

Edgar Kobak, vice-president of the McGraw-Hill Company, will discourse upon "The Real Responsibility of Industrial Executive Management in Achieving Better Sales at a Profit," at the April 8 meeting of the Industrial Sales Division of the Cleveland Advertising Club.

\* \* \*

Can you call to memory the trade-marks of the following companies? Old Dutch Cleanser, Maxwell House Coffee, Bell Telephone, Walter Baker, Wrigley, Fisher Body, Jantzen, Bon Ami, Cadillac, Prudential Insurance, Quaker Products, Texaco, Campbell's, Corn Products Refining, Arm & Hammer Baking Soda, Cream of Wheat, Goodyear, Paramount, Sherwin-Williams, Mobiloil, Hart, Schaffner & Marx, Swift, Plymouth, Hartford Insurance, Chase Brass. We've really given you the answers to Newell-Emmett's recent test of the effectiveness of twenty-five selected trade-marks, as measured by their relative memory value. Two thousand two hundred and thirty-eight office workers, workingmen, housewives and working women were personally interviewed, shown drawn reproductions of the trade-marks, and asked to associate them with the company name. The results of the survey are obtainable from Newell-Emmett.

\* \* \*

In order to encourage the use of advertising space now, the Quality Group is extending to new advertisers 90-day credit facilities, so that those who are timid about spending now, those who are prevented from using the services of advertising because of lack of ready cash, and those who desire to maintain a highly liquid cash position at the moment, may be induced to utilize advertising to advantage right now.

\* \* \*

The Washington Post is endeavoring to crystallize public opinion on the basic causes of the current depression, and started the campaign with an effective full page on March 27 based on this thesis:

"When the public sets up the standard of low price as the sole criterion of buying, it automatically rules that wages and salaries shall bear a similar reduction, that the value of securities shall decline, and that employment shall be reduced."

Then they drive home this point, among others, that the buying public alone can remedy the situation by buying reputable products, and paying an equitable price that will allow a fair margin of profit to the merchant and the manufacturer, as well as adequate compensation for their employees.

\* \* \*

Account changes: Tom Huston Peanut Company to James A. Greene & Company; the Odol Company of America to Ruthrauff & Ryan, Inc.; the Pennsylvania Grade Crude Oil Association to Hommann, Tarcher & Sheldon, Inc.; the Radio & Television Institute to Edwin B. Self, Inc.; the Shotwell Manufacturing Company to Erwin, Wasey & Company; Valentine & Company to Cowan & Dengler, Inc.; the Buckeye Traction Ditcher Company to the Morgan Advertising Company; the Cello

Wax Company and the Runkel Company to Joseph Katz Company; Briggs Manufacturing Company to Advertisers, Incorporated; Schick Dry Shaver, Inc., to Briggs & Varley; The Burdick Corporation to Klau - Van Pietersom - Dunlap Associates, Inc.; Frank E. Davis Fish Company to Walter E. Thwing, Inc.; George B. Hurd & Company to Badger and Browning & Hersey, Inc.

\* \* \*

Personnel: Campbell-Ewald announces the resignation of J. Fred Woodruff as vice-president, secretary-treasurer and general

manager of that agency, effective March 31. . . . Edward Beecher, president of Beecher-Cale-Maxwell, Inc., and Joseph A. Maxwell and Algernon S. Cale, vice-presidents, have joined the Gardner Advertising Company as vice-president and account executives, respectively.

\* \* \*

Miscellany: On April 9 the Topics Publishing Company, publishers of *Drug Topics*, *Wholesale Druggist* and *Drug Trade News*, will move its New York offices to 330 West 42nd Street. . . . Arthur J. McElhone, of the advertising department of the McGraw-Hill Publishing Company, died on March 22. . . . John J. Lawler & Associates (affiliated with H. E. Lisan Advertising Agency, Inc.), is the new style firm name of the Dunham, Younggreen, Lisan Company. . . . Charles Austin Bates, Inc., New York, will move April 1 to 18 East 48th Street.

1,889,396  
people deserve  
special  
consideration!

Any territory with a sales potential like that ought to be treated as a unit all to itself.

Which is just the reason you owe it to yourself to get the sales figures on Fort Worth and West Texas separate and apart from those for "Just the Southwest."

In Fort Worth and West Texas, where population has increased 30.9% since 1920, the 135,548 daily circulation of the Star-Telegram will sell goods for you!

Give Fort Worth and West Texas a chance! Invest your advertising dollars where people are working, spending, building!



**FORT WORTH STAR-TELEGRAM**

MORNING  
AMON G. CARTER  
PRES. AND PUBLISHER

EVENING

SUNDAY  
A. L. SHUMAN  
VICE PRES. AND ADV. DIRECTOR

Charter Member: Audit Bureau of Circulations

And remember this too . . . STAR-TELEGRAM DAILY SPACE CARRIES THE LOWEST FLAT MILLINE RATE OF ANY TEXAS PAPER!

Invest your advertising dollars where people are going forward . . . building working . . . buying . . . Fort Worth and West Texas!



# February Window Displays in Forty-four Cities

Check marks (✓) in city columns indicate the manufacturers whose displays appeared in sufficient numbers and with sufficient dominance to register appreciably with consumers. The list is selective, representing the most active accounts.

	Atlanta	Baltimore	Birmingham	Boston	Buffalo	Charlotte, N. C.	Chicago	Cincinnati	Cleveland	Columbus	Denver	Des Moines	Detroit	Houston	Huntington, W. Va.	Indianapolis	Jacksonville, Fla.	Kansas City	Little Rock	Los Angeles	Louisville	Memphis	Miami	Milwaukee	Minneapolis	Nashville	Newark	New Haven	New Orleans	New York	Oklahoma City	Philadelphia	Pittsburgh	Portland, Ore.	Providence	Richmond, Va.	St. Louis	St. Paul	Salt Lake City	San Francisco	Seattle	Spokane	Toledo	Washington, D. C.	TOTALS				
<b>DRUGS</b>																																																	
Ambrosia .....																																																	13
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Bauer & Black .....																																																	4
Bayer's Aspirin .....																																																	26
Boyer Products .....																																																	6
Bromo Seltzer .....																																																	7
California Syrup of Figs .....																																																	4
Colgate's Products .....																																																	10
Coty's Products .....																																																	7
Creomulsion .....																																																	5
Dare Tonic, Virginia .....																																																	12
D'Orsay's Products .....																																																	3
Ex-Lax .....																																																	5
Hudnut Products, Richard .....																																																	6
Iodent Eveready .....																																																	7
Ipana .....																																																	7
Kleenex .....																																																	9
Kotex .....																																																	10
Lanteen .....																																																	4
Lavoris .....																																																	9
Lehn & Fink .....																																																	3
Lifebuoy Soap .....																																																	7
Lux .....																																																	3
McKesson Products .....																																																	5
Mentholatum .....																																																	5
Mercirex .....																																																	4
Mistol .....																																																	5
Nivea Cold Cream .....																																																	9
Ovaltine .....																																																	5
Palmolive Shav. Cream & Soap .....																																																	7
Parke Davis Products .....																																																	5
Pertussin .....																																																	8
Plough's Products .....																																																	16
Pluto Water .....																																																	6
Pond's Products .....																																																	6
Rem .....																																																	14
Sal Hepatica .....																																																	20
Dr. Scholl's Foot Remedies .....																																																	6
Smith Bros. Cough Drops .....																																																	5
Squibb Products .....																																																	14
Unguentine .....																																																	17
Vapex .....																																																	5
Vaseline Hair Tonic .....																																																	5
Venida Hair Nets .....																																																	4
Dr. West Products .....																																																	3
White's Cod Liver Oil .....																																																	4
<b>TOBACCO</b>																																																	
Between-the-Acts Cigars .....																																																	4
Camel .....																																																	23
Chesterfield .....																																																	39
Cremo .....																																																	36
Edgeworth Tobacco .....																																																	7
Granger Tobacco .....																																																	4
Helmar .....																																																	3
Lucky Strikes .....					</																																												



These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

### Markets and Media

*Analysis of the Contents of Nine Women's Magazines in 1931.* Needlecraft has dissected the nine women's magazines editorially, as to number of columns and percentage of the editorial content devoted to fiction, special articles, needlework, food, fashions, home building and decoration, housekeeping and equipment, health and beauty, child health and training, gardening, etiquette and entertainment, editorial pages, subscribers' pages, shopping services, etc. If you manufacture products falling into any one of these classifications you'll be interested in finding out which of the various magazines give you the best editorial support.

*Food.* A study of the home-cooked-meal market, where over 150,000,000 meals are served every day at home, as presented by the *Household Magazine*. Bar charts show the number of meals served at home per day in communities over 10,000, under 10,000, and the percentage of the population in both types of community that have meals served in restaurants. Tables show how many pounds of the various articles of foodstuffs families in the different sections of the country eat per year. Includes description of editorial treatment of the meal problem in *Household Magazine*.

### Product Design and Materials

*Old Myron Looks Up.* A simply told story, in the fiction manner, of how a manufacturer of pumps, after many years of operating along lines traditional to the business, was one day faced with the fact that if production costs weren't cut radically, and that at once, they were going to be swallowed by competition. How the efforts of the sales department were frustrated by a price based on old-fashioned production methods, and how, eventually, the worthy old firm found the solution to production cost worries through the design and engineering consultation services of the Youngstown Pressed Steel Company, are all told in a thoroughly readable and instructive little booklet.

### Radio

*Where They Listen to Columbia.* A large shaded map of the United States, printed on a broadside neatly folded to fit inside the hard covers of a book, offers a graphic picture of radio audience measurement for each of the CBS stations. The states are divided into counties, and the color key indicates the percentage of radio homes in each county which listen regularly to each station in the chain. This presentation based on the findings of Columbia's two previous surveys, "Listenin' Areas," and Price-Waterhouse audit of radio-network popularity.

## ALL RECORDS SMASHED

FOR COOKING SCHOOL CROWDS



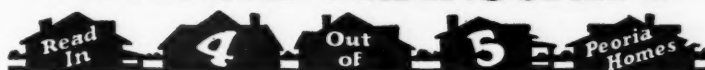
Advertisers say—"A Hit! Great Success! Best ever! Well Done! Im-

mediate Response! Many Direct Sales Resulted!" Not a single one was disappointed.

Once again the dominant PeoriaArea medium—The Peoria Journal-Transcript—demonstrates its superior reader influence.

Plan now to use this vigorous selling medium in your next campaign. It will do a real job for you in the PeoriaArea!

## PEORIA JOURNAL-TRANSCRIPT



Represented Nationally by Chas. H. Eddy Co., York New, Chicago, Boston  
Member Major Market Newspapers, Inc.

100

## Sound Plans for Training Salesmen

SALES MANAGEMENT has just compiled a new bibliography of articles on hiring and training salesmen, which will be sent without charge to any subscriber. It covers feature and news articles published in Sales Man-

agement since January, 1930. Similar bibliographies, together with lists of sources of supply for various materials and services, have been compiled on the following subjects:—

- 1—Sales Contests that Rang the Bell.
- 2—Compensation Plans for Salesmen.
- 3—Sales Films—How They Build Business.
- 4—Efficient Sales Tools—Kits, Manuals, Portfolios, etc.

Address: Readers' Service Bureau

**SALES MANAGEMENT**

420 Lexington Avenue New York City



## How a Utility Is Building Sales Among Farmers

(Continued from page 9)

words, all appliances and devices are arranged in the home in order to give visitors a series of suggestions and impressions so they will be moved to buy for themselves and suggest the purchase of these appliances to their friends.

Electricity is used in the dairy for lighting the barn, cow yard, washroom and milk storage room. It elevates grain to overhead storage bins, grinds feed, clips and grooms the cows, does the milking, pumps ice water through the milk cooler and refrigerates the storage tank. Gas supplies an abundance of hot water for washing the dairy equipment.

In the poultry house, electric brooders with thermostatic temperature control prevent chilling or overheating while the eggs are hatching, and ultra-violet rays hasten the growth and lower the death rate of the baby chicks, while the use of electric lights to lengthen the shorter days of the year results in an increased production of eggs at a time when higher market prices prevail. A simple alarm clock attached to the electric switch turns the lights on in the morning. Electric lights in the chicken yard, together with an alarm signal system, guard against thieves.

Pens in the swine barn are also electrically lighted and supplied with water. Convenience outlets are provided for connecting portable electric heaters used in caring for young pigs during severe weather.

Demonstrators are carefully selected for their ability to welcome visitors properly and to make their visit an agreeable one. Their minds have been trained to be alert to every sales opportunity. Demonstrations of equipment are conducted in such a manner as to create a desire on the part of the visitors to own such equipment. Each visitor's interest is noted mentally by the demonstrator who records this interest on a "More and Better Business Prospect Card." This card is forwarded to the sales division in whose territory the prospect is located, and a

salesman then calls upon this customer and completes the sale. Where prospects are obtained for equipment exhibited at the farm, but not sold by the company, they are referred to the dealer of such equipment. In other words, we foster and promote dealer cooperation intensively throughout our entire sales and advertising program.

It frequently happens that people come into one of our stores to make inquiry about some appliance or device they saw at the model farm. Such inquiries can immediately be answered by the sales clerk in any one of our thirty-six stores from a sales and information handbook covering all items displayed at the farm.

The farm, because of its strategic location in the metropolitan region of Chicago, draws many visitors from the city. A large number of these would like to live in the country and the model farm home is conclusive evidence that all the comforts and conveniences of city life may be enjoyed in the country home.

Considerable promotional work is carried on at all times to make the farm a meeting place and center of all worthy activities that have as their aim

the welfare of the farmers. Farm bureaus, boys' and girls' clubs, and other organizations are invited to hold their picnics and meetings there, and visitors, either individually or in groups, are always welcome.

During the year 1931, 81,951 people visited the farm as compared with 66,214 during the previous year.

The kilowatt hour consumption of farm customers for the year 1931 shows an increase of 58 per cent over the corresponding period of last year, as compared with an increase of 44 per cent in the number of bills rendered, which indicates that those farmers who have the advantage of electric service are making a greater use of it.

Up to December 31, 1931, the company built 247.17 miles of farm line, making a total of 2,498 miles of farm line now in service.

Although at the present time 34 per cent of the total of approximately 24,000 farms located in this territory are electrified, it is expected that ultimately the majority of these farms will have made available to them all the comforts and conveniences afforded through an extensive use of electric service.

### Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order

#### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned, provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-two years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

#### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

#### POSITION WANTED

EXPERIENCED AND SUCCESSFUL SALES manager, now employed, will consider new connection where future advancement is possible. Age 37, married, located in and prefers Middle West. Accustomed to personal contact of large buyers. Address Box 339, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

#### POSITION WANTED

##### WANTED—

a damned tough job—

In this country there is a manufacturer who is much concerned with a difficult marketing problem.

The man to tackle this problem is an executive of experience and demonstrated capacity in organizing, producing and executing effective and up-to-date merchandising programs in national food, drug and specialty markets. He is a 32-year-old, well-educated American, possessing a forceful personality and pleasant personal appearance and address.

He is by training and experience familiar with various phases of organization, sales and promotion, merchandising and market research and analysis. His experience includes thorough knowledge of manufacturer relations with wholesalers, chains, buying groups, brokers, direct accounts and retailers. He brings to his work intimate knowledge of major markets from Denver to the East Coast.

Ten years' experience in executive capacities in newspaper promotion, food specialty and advertising fields lend to his record interesting facts concerning his ability, integrity and initiative. His ability to develop a high degree of efficiency when working with salesmen is a decided asset.

He is eager to hear from any manufacturer interested in further details.

Philip Salisbury, Vice President, SALES MANAGEMENT, Inc., 420 Lexington Avenue, New York.

## Salesmanship

McClure Salesmanship Course. Shows natural way. No high pressure. No fantastic ideas. Practical common sense. Clears up mysteries. Refreshingly new. For men, women, all ages, experienced or not. Study at home. Low cost. Easy terms. By O. J. McClure, Founder McClure Method Sales Training, Lecturer, Author "Practical Selling." Tear out this ad. Send for specimen lesson free.

O. J. McCLURE, Rm. 1024, 400 Deming Pl., Chicago

**"GIBBONS knows CANADA"**